

Campaign Plan
of the
U.S. Army Corps of
Engineers (USACE)

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Introduction

Strategic and policy documents such as the National Security Strategy, the National Defense Strategy, the National Military Strategy, the Army Campaign Plan, the Army Strategy for the Environment, USACE program areas strategic plans, and USACE priorities provide the strategic framework for USACE to implement its global mission set. These missions include water resources management nationwide, engineering research and development, design, construction management and other engineering and real estate services worldwide for the Army and Air Force, the Defense and State departments, the Federal Emergency Management Agency, and many other international, national, state and local partners and stakeholders.

USACE Vision

A GREAT engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation's engineering challenges.

USACE Mission

Provide vital public engineering services in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters.

USACE performs several functions accompanying this mission as a Direct Reporting Unit (DRU) of the Army. These include:

Planning and execution of DRU responsibilities by exercising command and control of organic, assigned and attached Army forces.
Executing engineering and construction programs as a designated Military Construction (MILCON) agent for all Military Departments and DoD agencies.
Managing and executing research and development and real estate programs in support of DoD infrastructure and operational requirements.
Managing and executing civil works and environmental programs under Title 33 USC and other applicable laws.
Managing and executing hazardous, toxic, and radiological waste (HTRW) clean-up programs for DoD, the EPA, the Department of Energy (DOE), and other agencies as required. The USACE also executes the Army Environmental Program as requested.
Supervising and coordinating engineering services and construction activities associated with security assistance programs and projects.
Developing comprehensive, sustainable and integrated water resource solutions through collaboration with regions, States, local entities, and other Federal Agencies.
Providing selected engineering and related services to foreign governments in support of the Department of State, the Agency for International Development, and the DoD Foreign Military Sales Program.
Administering certain laws in the United States to protect and preserve the navigable waters and related resources, such as wetlands.
Preparing for and responding to national emergencies in support of DHS and other federal agencies. (1) USACE organizes, trains, equips and deploys Field Force Engineer (FFE) and other contingency response teams that provide technical engineering support to Operational Maneuver Units and other Federal Agencies.

(2) USACE organizes, trains and equips, non-deployable Base Development Teams that provide technical engineering reach back support to forward deployed Operational Maneuver Units.
(3) USACE is the Public Works sector lead for the Defense Critical Infrastructure Program (DCIP).
Managing and executing all real estate functions for the Army and where the Army is the DoD executive agent as well as Air Force elements in the United States, and other DoD and Federal agencies upon request.
Serving as the proponent for the DoD Recruiting Facilities, Overseas Leasing, and Homeowners Assistance Programs.
Providing Army Staff counsel review for all realty instruments and resolution of real estate issues.
Performing basic, exploratory, nonsystem specific R&D in systems, equipment, procedures, and techniques relevant to the engineering support of military operations, materiel development and civil works water resources mission requirements.
Performing the preservation of archeological and historical resources on Public and Indian lands, the cleanup of hazardous contamination on Active Army installations, and work on formerly owned DoD properties.
Managing and executing the Army's Commercial Utilities Program.
Providing facility engineer support to DoD installation directors of public works, IMA and other installation proponents.
Managing a strategic reserve of non-tactical generators and the Prime Power Program for the Army.
Managing the classified construction program.
Providing the following support:
(1) Combatant commanders, DoD, DHS, USAID, and other Government agencies on international stabilization, reconstruction, and contingency operations.
(2) Commander, MEDCOM in developing environmental quality criteria.
Executing the Army Facilities Component System (AFCS).
Executing the payment in lieu of taxes reporting requirement for the Department of the Interior.
Performing DA Functional Chief Representative responsibilities for Career Program 18 (CP-18).

Source: AR10-87

Commander's Intent

The U.S. Army Corps of Engineers will, through execution of this Campaign Plan, become a GREAT organization as evidenced by the following in all mission areas.

- Delivers superior performance;
- Sets the standard for our profession;
- Makes a positive impact on the nation and other nations; and
- Is built to last as evidenced by our strong “bench” at all levels—educated, trained, competent, experienced, and certified.

We will deliver superior performance through disciplined people, thought, and action. We will use the Campaign Plan as a component of our corporate strategic management process to establish our command priorities, focus our transformation initiatives, measure and guide our progress, and adapt to the needs of the future.

The headquarters staff and major subordinate commands (MSCs) will develop implementation plans (IPlans) to achieve USACE goals and objectives. The headquarters staff will develop IPlans that support achievement of the MSC IPlans. Although we have established strategic targets and milestones to achieve each objective, MSCs have the latitude to broaden Corps initiatives or develop new ones within their own authority. Additionally, given that some objectives may not be fully applicable to all subordinate units, Commanders should, within the

scope and intent of the Corps priorities, establish their own command priorities to achieve the intent of the USACE Campaign Plan.

We will align and synchronize our work throughout the Corps and make deliberate and informed corporate decisions on the best use of our resources. If any requirements outside the Campaign Plan arise, we will make a corporate decision to either divert resources or incorporate new objectives and adjust work priorities as necessary.

My intent is for the Corps to be ONE DISCIPLINED TEAM—in thought, word, and action—and to meet our commitments, with and through our partners, by “SAYING WHAT WE WILL DO, AND DOING WHAT WE SAY.”

USACE Campaign Plan Goals and Objectives

USACE’s Campaign Plan goals and objectives are derived, in part, from the Commander’s Intent, the Army Campaign Plan, and the Office of Management and Budget. The four goals and their associated objectives also build on prior strategic planning efforts. Each goal and objective is led by a USACE senior leader who manages and oversees actions to reach the goal and objectives.

The successful achievement of the goals and objectives contained in this Campaign Plan are dependent on actions implemented by the entire USACE team. The implementing actions supporting each goal and objective are contained in the headquarters staff and MSC implementation plans to this Campaign Plan. The four goals, associated objectives and senior leader champions are presented in the following pages.

USACE Campaign Plan Goals and Objectives Summary

Goal 1: Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities.

Objective 1a: USACE is ready, responsive and reliable in delivering high performance, all-hazard, contingency mission execution in a world-wide theater of operations.

Objective 1b: Prepare Theater Engineer Commands (TEC) to support Combatant Commanders throughout the spectrum of operations.

Objective 1c: Establish human resources and family support programs that promote readiness and quality of life.

Objective 1d: Institutionalize USACE capabilities in interagency policy and doctrine.

Goal 2: Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders.

Objective 2a: Deliver integrated, sustainable, water resources solutions.

Objective 2b: Implement collaborative approaches to effectively solve water resource problems.

Objective 2c: Implement Streamlined and Transparent Regulatory Processes to Sustain Aquatic Resources.

Objective 2d: Enable Gulf Coast recovery.

Goal 3: Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

Objective 3a: Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers.

Objective 3b: Improve resilience and lifecycle investment in critical infrastructure.

Objective 3c: Deliver reliable infrastructure using a risk-informed asset management strategy.

Objective 3d: Develop and apply innovative approaches to delivering quality infrastructure.

Goal 4: Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.

Objective 4a: Identify, develop, maintain, and strengthen technical competencies in selected Communities of Practice (CoP).

Objective 4b: Communicate strategically and transparently.

Objective 4c: Standardize business processes.

Objective 4d: Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.

The detailed goals and objectives follow:

Goal 1

Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities. One of our standards for advancing from GOOD-to-GREAT is that we will have a "unique, positive impact on our Nation and other nations."

Goal 1 Champions: Chief, Homeland Security Office; and Deputy Director of Research and Development

Objective 1a: USACE is ready, responsive and reliable in delivering high performance, all-hazard, contingency mission execution in a world-wide theater of operations. The key objective in implementing Goal 1 is Objective 1a, this is the barometer the nation and the personnel we support will measure us against. The road map we developed in achieving this objective, has three guiding way points: 1) fully support the Army, Department of Defense (DoD), Department of Homeland Security (DHS), Department of State (DOS), North Atlantic Treaty Organization (NATO) and the nation for domestic incident response and military contingencies successfully executing our civil and military programs; 2) ensure USACE has credentialed and trained high performance expeditionary teams that meet the published readiness standards to be rated "green" and positioned to support domestic incidents and military contingencies; 3) set high standards of performance with standardization of basic processes (SOP), training and readiness metrics.

Objective 1a Champion: Chief, Homeland Security Office

Strategies:

1. Implement RXXI initiatives and organizations as outlined in the RXXI OPORD (and associated FRAGOs) and CECW-HS Decision memorandum dated, 18 September 2008, Subject: RXXI Decisions From The Chief Of Engineers.
2. Achieve high state of regional readiness through implementation of the RXXI OPORD.
3. Institutionalize USACE mission/specified tasks, roles and responsibilities within national and regional doctrine and plans.
4. Integrate RXXI response teams and organizations into: national level exercises; joint sponsored exercises; and COCOM theater security engagement exercises and capacity development programs.
5. Integrate USACE capabilities in strategic and operational planning structures: incident management planning team; COCOM and DoD, contingency and theater security planning; coordination for the construction and stability; national response framework.

Objective 1b: Prepare Theater Engineer Commands (TEC) to support Combatant Commanders throughout the spectrum of operations. The primary focus for Goal 1 is to achieve synergy in USACE's expeditionary capabilities and response to the Nation's need in both natural and manmade disasters around the globe. To do this, USACE must have trained and ready command and control organizations capable of leading USACE expeditionary forces. Objective 1b addresses this requirement. As we examined USACE's ability to command and control expeditionary operations, three main principles remained constant: 1) the strategic targets must enhance USACE capabilities to meet new challenges for all contingencies, at home and abroad; 2) based on this period of uncertainty, we must develop and implement a deployment force generation model that provides predictability while improving overall response and readiness; and 3) and, we should aggressively pursue opportunities to deploy a TEC Deployable Command Post (DCP) into a contingency environment in order to validate the TEC Doctrine, Organizations, Training, Leadership and Education, Personnel, and Facilities (DOTLM-PF) actions taken.

Objective 1b Champion: Deputy G3

Strategies:

1. Implement TEC concepts and initiatives as outlined in the DA approved TEC concept plan and FDU.
2. Man, train, equip and resource TEC and associated FFE teams so that they can achieve and sustain a "yes" or "qualified yes" in DRRS-A.
3. Integrate TEC and FFE concepts into NRF ESF #3 planning response teams, and COCOM OPLAN maintenance cycles (planning and training).
4. Use IAAT lessons learned to revise FM 5-116, and adjust DOTLM-PF systems supporting TEC.

Objective 1c: Establish human resources and family support programs that promote readiness and quality of life. In order to support its expeditionary workforce, the Corps will create both human resources and family support programs that provide incentives to and care for families of employees who deploy to support Global War on Terrorism (GWOT) and disasters that the Corps is engaged in. Programs will seek to address those areas that serve as detractors to deployment, to include benefits, entitlements, recruitment and retention, and family issues.

Objective 1c Champion: Director of Human Resources

Strategies:

1. Develop regional Army Family Action Plan (AFAP) structure and provide regional AFAP issues to HQDA for the next AFAP cycle.
2. Demonstrate field support to GWOT (IAW Operations Order (OPORD) 2008-26) by executing assigned GWOT personnel requirements.

Objective 1d: Institutionalize USACE capabilities in interagency policy and doctrine.

Develop comprehensive, integrated planning and information sharing capabilities to support stability operations and both foreign and civil emergencies. Mechanisms include advanced concepts development and experimentation, interagency workshops, participation in Combatant Command (COCOM)-level and other joint and interagency exercises, and through application of scientific, technological and engineering expertise available within the Corps and externally.

Objective 1d Champion: Deputy Director of Research and Development

Strategies:

1. Create and implement a strategy to engage in Combatant Command and other joint and/or interagency experiments, demonstrations, assessments, workshops, task forces and missions to inform the development of comprehensive, integrated concepts, doctrine, plans and execution capabilities.
2. To better communicate to and inform our customers of USACE capabilities, identify, categorize, and prioritize capabilities and concepts available within the Corps and externally for stability operations, civil emergencies and foreign emergencies that provide focal points for the Corps' engagement with Army, the COCOMs and DHS/FEMA.

Goal 2

Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders. The Corps will focus its talents and energy on comprehensive, sustainable and integrated solutions to the nation's water resources and related challenges through collaboration with stakeholders (internal, regional, states, local entities, other federal agencies, etc.) and playing traditional or emerging roles (leadership, technical support, broker, data and knowledge provider, etc.) as appropriate. This goal refers to not only, developing and delivering comprehensive and lasting solutions and products but also, ensuring that the deliverables are sustainable (long lasting, integrated and holistic) to respond to today's and future challenges.

Goal 2 Champion: Director of Civil Works

Objective 2a: Deliver integrated, sustainable, water resources solutions. The Corps will deliver a more holistic approach to solving water resources challenges that effectively considers the broad variety of economic, social, and environmental goals and constraints through the creation of enabling mechanisms to support existing organizational core competencies in collaboration with internal and external partners. Enabling mechanisms include improving of water resources policies, regulations, processes, procedures and methods that adapt to emerging trends and national priorities; sharing best practices and lessons learned throughout and across communities of practice (i.e. planning, engineering, construction, project management, programs, operations); and enhancing and support strong capabilities and competencies to facilitate delivery. This objective deals with implementing updated planning guidance and policy, realizing regional integration goals and concepts (communities of practice, centers of expertise, regional business centers), streamlining/adapting processes to improve effectiveness and efficiency, developing programs to improve technical capabilities and programs designed to facilitate and support the delivery of products to achieve authorized purposes.

Objective 2a Champion: Chief, Planning and Policy Division

Strategies:

1. Develop Chief's Reports for a WRDA 2010.
2. Develop and implement watershed and peer review policies.
3. Implement planning study process initiatives.
4. Reestablish USACE Planning Excellence Program.

Objective 2b: Implement collaborative approaches to effectively solve water resource problems. The Corps of Engineers will develop and implement collaborative approaches to improve behavior and accelerate organizational change by using data and feedback from customer surveys, lean six sigma results, Government Accountability Office audit reports, lessons learned, best practices, reports which provide recommendations for improving decision making processes and enhancing program areas, and expertise based on internal and external peer review feedback. This objective is focused also on effectively engaging external agencies to blend multiple approaches, the use of methods of analysis, synchronize complementary inter-agency efforts, and orchestrate timing of resources to optimize and integrate multi-agency implementable solutions. The approaches developed under this objective incorporate all program areas including planning, communications and public outreach, customer service and satisfaction, product delivery, construction and engineering, safety, programs and project management, resource management, managing Congressional and political relationships, etc.

Objective 2b Champion: Chief, Planning and Policy Division

Strategies:

- 1) MSCs and Districts will contact stakeholder responders to follow-up on the survey.
- 2) Review and revise the CW Customer Survey to better measure collaboration with partners and stakeholders.
- 3) Engage state, federal and regional stakeholders to address water resource issues.

Objective 2c: Implement streamlined and transparent regulatory processes to sustain aquatic resources. The Corps of Engineers will develop and implement actions that will result in streamlined and transparent regulatory processes that balance economic development with sustaining of aquatic resources. This objective has three main prongs: 1) achieve greater consistency in permit processes across districts; 2) streamline systems to improve responsiveness and efficiency and to aid the decision making process; and 3) enhance accomplishment of program goals by using a systems and watershed approach to help solve the nation's water resource problems. Greater consistency, timeliness, and quality of regulatory products will be achieved by developing and implementing Corps-wide tools and systems. These include: 1) database and geospatial tools to improve efficiency of permit processing, quality of project review, and watershed/systems-level analysis and decision making; 2) a national network of technical experts; and 3) templates for permits and decision documents.

Objective 2c Champion: Director of Regulatory Programs

Strategies:

- 1) Expand the ease and use of automated forms and letters; further streamline data entry; and expand the use of geospatial tools and the map interface to improve ease and accuracy of data entry and project analysis.
- 2) Establish and build national network of subject matter experts (SME) to increase technical expertise and national consistency. Distribute SME Plan throughout USACE including dates for implementation.
- 3) Develop and distribute 'how to' guidance to regulatory staff based on districts' best practices, to encourage and expand the use of Programmatic General Permits to reduce the number of permits processed by the Corps.

Objective 2d: Enable Gulf Coast recovery. The Corps of Engineers will develop actions to provide a level of protection for the Gulf Coast, specifically the New Orleans area, by designing and constructing improvements to the system with the goal of providing a 100-year level of hurricane and storm damage risk reduction. This objective is heavily focused in risk management, risk communications and a system approach which uses flexible and adaptive approaches in conjunction with all stakeholders/partners to facilitate collaborative planning, design and construction. To successfully implement 100-year hurricane and storm damage risk reduction for the Greater New Orleans Metropolitan area and to facilitate planning for long-term Gulf Coast recovery in Louisiana and Mississippi.

Objective 2d Champion: Director, Task Force Hope

Strategies:

- 1) Achieve 100-year hurricane and storm damage risk reduction for Gulf Coast.
- 2) Complete Comprehensive Plan Report for Mississippi Coastal Improvements Program.

Goal 3

Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

USACE is the nation's premier public service engineering and construction organization. Due to its unique military and civil mission capabilities and mandates, it is well suited to providing infrastructure support to serve both the military and national civilian arenas. USACE is committed to providing innovative, resilient, and sustainable infrastructure solutions for our nation today, for the future of our country tomorrow.

Goal 3 Champion: Director of Military Programs

Objective 3a: Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers. USACE is challenged to deliver an unprecedented volume of quality, sustainable, and cost-effective facilities and infrastructure to support the Army and other Military Services and Defense Agencies in support of defense transformation and the Joint Force. Delivery of quality facilities and infrastructure in support of Army Campaign Plan Objective 2 will be key to the Army's success in implementing the Army Campaign Plan imperatives. The Army's transformed force structure and footprint demand a high degree of consistency, to be achieved through consistent processes and integration of Army facility standards with MILCON delivery processes. Continued innovation to adapt to market conditions, adopt industry best practices, provide sustainable solutions, and deliver facilities faster will be necessary in an era of limited resources. Real estate approaches will be enhanced through accelerated land acquisition and consistency across product and service delivery.

Objective 3a Champions: Chief, Military Programs Integration Division; Chief, Engineering and Construction; and Director of Real Estate

Strategies:

1. Implement MILCON Transformation initiatives in accordance with Military Programs OPORD (FRAGOs) to support Army facilities standardization and maximize delivery of quality facilities at authorized scope within budget.
2. Establish and implement improved corporate MILCON execution processes, to include processes supporting project planning and MILCON programming/budget development.
3. Establish and apply command-wide performance measures to further drive consistency on delivery of real estate products and services.
4. Continue to load national business processes for 25 real estate products and services into the eQMS.

Objective 3b: Improve resilience and lifecycle investment in critical infrastructure.

USACE will improve resiliency of critical infrastructure to reduce risks to critical water resources and infrastructure critical to DoD from an all hazards systems approach, to include hostile activity. Improved resilience of critical infrastructure ensures availability of networked assets critical to the nation. Investment decisions must be risk-based and meet the priorities of the component programs. Interdependencies are identified and understood. Prevention, protection and consequence mitigation strategies must be developed. Principles, strategies and technology are shared and leveraged across programs. USACE is already engaged in several key ongoing programs that directly support this objective including: dam safety, levee evaluation, CIPP, CISP, DCIP and CIRM.

Objective 3b Champion: Chief, Homeland Security Office**Strategies:**

1. Implement both a national and regional systems approach which identifies critical infrastructure interdependencies across relevant sectors that enables risk reduction through yearly risk management based investments.
2. Develop a unified, all-hazards risk assessment and management strategy to improve resilience of critical Army and DoD assets.

Objective 3c: Deliver reliable infrastructure using a risk-informed asset management strategy.

USACE will deliver a reliable infrastructure to ensure these assets continue to provide value to the Nation and meet expected levels of service while mitigating risk. Increased reliability will be achieved by developing a strategy, which includes an integrated national plan for assessing the infrastructure and an investment strategy for operation, maintenance, and enhancements to improve reliability, minimize risk, and meet projected infrastructure demands. USACE is already engaged in several key ongoing programs that directly support this objective including: asset management, dam safety, levee safety, and the Inland Marine Transportation System.

Objective 3c Champions: Chief, Operations & Regulatory; and Director of Real Estate

Strategies:

1. Implement a Quality Assurance Plan to review military data in REMIS/RFMIS relative to the Government Accountability Office audit.
2. Continue the USACE-wide deployment and utilization of the Facility and Equipment Maintenance (FEM) system.
3. Implement national condition assessment methodologies to the navigation, flood risk management, hydropower, and recreation infrastructure to ensure consistency in prioritization and development of the investment strategies.
4. Apply a national risk-based investment strategy to 75% of major business lines by utilizing a common risk matrix for the preparation of the budget Engineering Circulars.

Objective 3d: Develop and apply innovative approaches to delivering quality infrastructure. Incorporate and increase the use of innovations and innovative tools in the organization that result in improved efficiencies and effectiveness of project execution or development of the workforce. This includes the identification and implementation of industry-based best practices along with innovative technologies coming out of the USACE Research & Development Program. The end state is an enlightened, innovative and creative USACE workforce implementing more effective, efficient and better quality engineering solutions for the Nation.

Objective 3d Champions: Deputy Director of Research and Development; and Chief, Engineering and Construction

Strategies:

1. USACE will use Construction Industry Institute (CII) Innovation Maturity Model (IMM) as tool to support assessment and improve agency-wide environment for innovation.
2. USACE through its MSCs will assess the Innovation Adoption Process (IAP) as tool to enable USACE-wide evaluation of innovations for implementation.
3. HQUSACE will develop and implement building information modeling and risk-based methodology training to facilitate their enculturation into USACE's infrastructure planning, design, construction and operations
4. HQUSACE will develop an identification and documentation process which the MSCs will use to capture innovative project solutions

Goal 4

Build and cultivate a competent, disciplined and resilient team equipped to deliver high quality solutions. The US Army Corps of Engineers requires a workforce that is equipped with the skills and tools necessary to move USACE into the future. This goal and set of objectives will ensure that the members of the USACE team not only are the right people in the right jobs, but are provided with the capabilities and capacity to become great. Our workforce will deliver superior performance every time, set the standard for their professions, make positive contributions to our Nation and other nations, and be built to last.

Goal 4 Champions: Director of Human Resources; and Chief, Engineering and Construction

Objective 4a: Identify, develop, maintain and strengthen technical competencies in selected Communities of Practice (CoP). The intent of this objective is to increase USACE technical competencies needed now and in the future to deliver high quality products and services. Progress will be measured through customer (includes partners and sponsors) satisfaction with products and services and USACE impact on setting the standard for our profession. Specific actions for maintaining and enhancing critical core technical competencies are defined in the Technical Competence Status Report. Functional areas addressed in the report include the following communities of practice (CoPs): Engineering and Construction, Project Management, Contracting, Planning, Real Estate, and Environmental, and Operations. Development of a Human Capital Plan is also a critical part of the report to strengthen competencies.

Objective 4a Champion: Chief, Engineering and Construction

Strategies:

1. Steps to maintain and enhance critical core technical competencies are defined in the Technical Competence Status Report. Functional areas addressed in the report include the following communities of practice (CoP): Engineering and Construction, Project Management, Contracting, Planning, Real Estate, Environmental and Operations.
2. The Regional Human Capital Plan is critical to attract, recruit, retain, develop, and strengthen technical competencies of our employees. Through its provisions, leaders and employees will perform jobs that match skills and strengths, receive training and development to improve those skills and strengths, and move into new, challenging positions – to accomplish the mission.

Objective 4b: Communicate strategically and transparently. Provide an open, two-way strategic communication framework that is centrally managed, vertically synchronized and locally executed applying the latest technology and training in order to increase professional credibility, collaboration, public confidence and the reputation of USACE. Strategic, transparent communication both informs and educates employees, stakeholders and the public, and provides them a means to offer feedback and input into the decision-making process.

Objective 4b Champions: Director of Corporate Information; and Chief, Public Affairs Office.

Strategies:

1. The USACE web redesign, branding and other strategic communication tools, processes and public affairs programs will be applied to support aggressive reputation building, using the latest technology and training to build competency and consistent approaches to meet demands to satisfy instantaneous, consistent information demands in the global information marketplace.
2. Tools already being implemented under Objective 4b, Vocus, Scope and branding initiatives will be applied to support the overall standardized framework.
3. Steps to maintain and enhance critical core technical competencies as defined in the public affairs career field will support implementation of the strategic communication plan, but building technical communication competency throughout the organization is vital component to executing a strategic communication plan.

Objective 4c: Standardize business processes. The purpose of this objective is to increase efficiency, effectiveness and quality of product in executing USACE's missions. The Corps will identify, develop, implement, and document standardized business processes. Some USACE business processes are currently available for use in the USACE Quality Management System (QMS). Communities of practice (COPs) will develop additional standard business processes and enter them in QMS. Major Subordinate Commands (MSCs) and Districts will then implement them as soon as they are approved. Standard business processes will assist in creating an effective workforce capable of working virtually and seamlessly. Project delivery teams (PDT) will be able to respond to the Nation's and Armed Forces' call for expeditionary technical teams in real-time, anywhere across the globe with minimal onsite training through the use of standard business processes.

Objective 4c Champion: Director of Resource Management

Strategies:

1. Build a QMS library containing all uniform processes. Districts and regions should participate by providing comments or recommendations on adopted processes coordinated by the national QMS Project Delivery Team (PDT). Business processes will be standard Corps-wide; District or Regional level supplement or augmentation will only be permissible in unique cases.
2. Improve critical processes. Changes to the USACE business process will be coordinated through the appropriate COP who will use a continuous process improvement (CPI) approach, such as Lean Six Sigma, prior to recommending any changes.
3. Enforce use of adopted procedures by assessment and audit. Commanders will make plans to assess utilization of applicable USACE QMS processes and report the results in the Annual Statement of Assurance beginning in FY 2010. Success is considered to be nothing less than 100% usage of the applicable business processes that are available in USACE QMS.

Objective 4d: Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce. The purpose of Objective 4d is to provide human capital programs throughout USACE that will support mission accomplishment in a demanding environment. When fully implemented, Objective 4d results in the establishment of human capital programs and systems that provide tools to our leaders and employees that set conditions for them to achieve their full potential. All leaders and employees will have the opportunity to perform a job that matches their skills and interests, to receive training and development that will improve and increase those skills, and to be competitive for new positions that will further challenge them and support mission execution. Leaders will have a full range of tools available to them that will enhance their ability to attract the right people for their positions and to retain them in a volatile and extremely competitive labor market.

Objective 4d Champion: Director of Human Resources.

Strategies:

1. Improve fill rate (against organization's stated requirements).
2. Increase percentage of Pay Band-2 supervisors (formerly covered by the USACE Corporate Selection Policy) who have taken Strengths Finder © and received coaching.
3. Manage training through the Automated Training Management Program (ATMP). 100% of USACE organizations use ATMP.
4. Establish Individual Development Plans (IDPs) for all employees.
5. Improve percentage of employees who complete training identified on their IDP.

Implementation

Strategic and policy documents, starting with the National Security Strategy down through the National Defense Strategy, the National Military Strategy, the Army Campaign Plan, the Army Strategy for the Environment, USACE program area strategic plans, and the USACE priorities, provide the strategic contextual setting in which USACE implements its global mission set. These national level strategies and plans also guide the formulation of the USACE Campaign Plan, and more specifically our goals and objectives.

Achieving the goals and objectives of the USACE Campaign Plan will only be possible through the efforts of the entire USACE team. More specifically, a successful USACE Campaign Plan requires actions to be implemented through the unified efforts of our Headquarters, MSCs, districts, leaders and team members. Headquarters directorates and offices and each of the MSCs provide implementation plans to this Campaign Plan



Figure 1: The hierarchical relationship within the USACE Campaign Plan

This USACE Campaign plan is an integral part of the USACE strategic management process. The USACE strategic management process provides an integrated and comprehensive approach (figure 2) to strategic scanning, planning, resourcing, implementation and assessment. Senior leaders and staff proponents scan for, survey, and assess environmental factors affecting the Corps. Strategic planners consider these factors in the formation of USACE Campaign Plan goals and objectives. USACE programmers budget for the implementing actions which initiates the implementation phase of the strategic management cycle. The entire USACE team engages in implementing the USACE Campaign Plan as portrayed in Figure 1. Assessment and evaluation of how effectively the Corps is progressing in implementing the USACE Campaign plan is conducted throughout the USACE strategic management cycle. Senior leaders monitor

progress at the quarterly Command Management Reviews (CMR) and periodic Command Strategic Reviews (CSR). The CMR is a vertical assessment of how a particular USACE Campaign Plan objective is being implemented, whereas the CSR is a regional horizontal assessment of how an MSC is implementing the Campaign Plan within its area of operations. Thus, CMR and CSR are complementary and reinforcing (Figure 2).

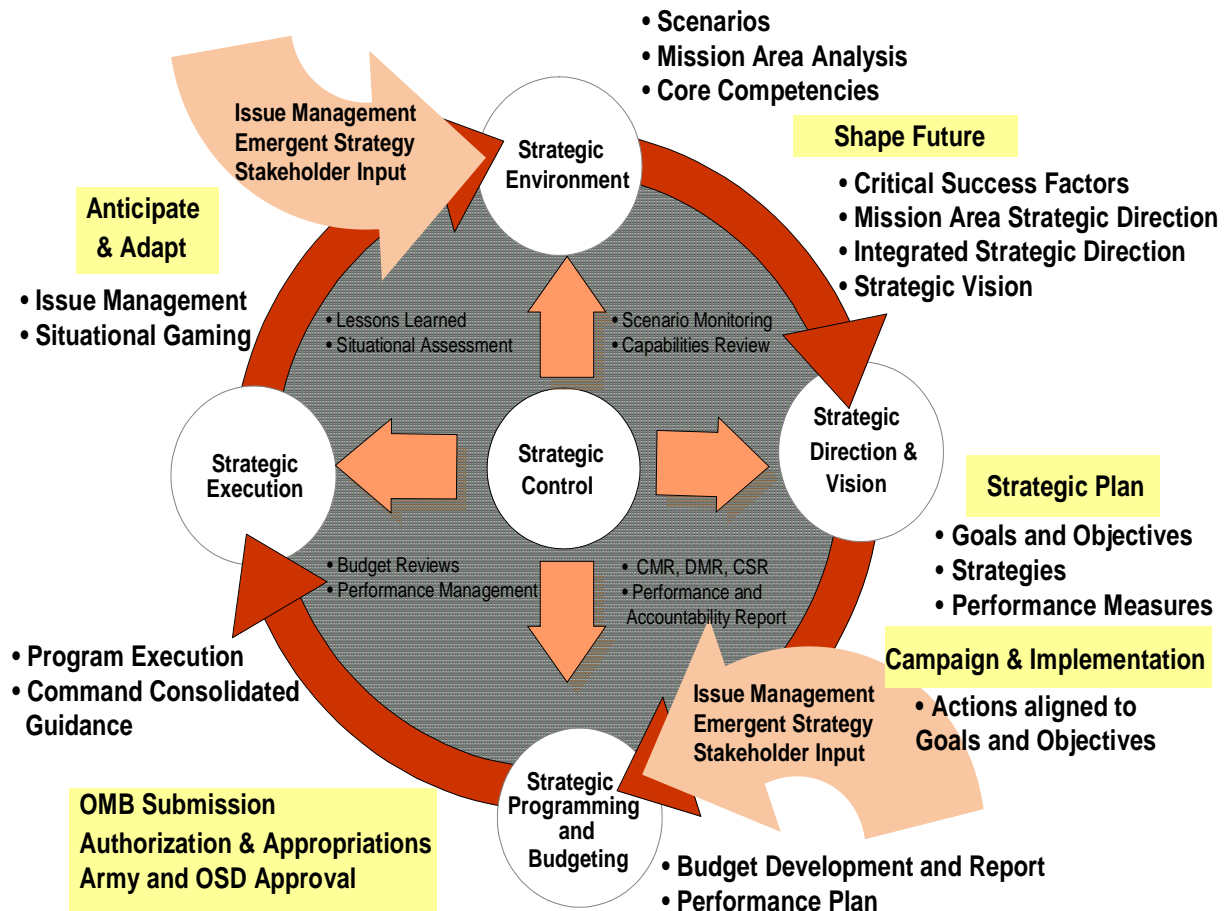


Figure 2: USACE Strategic Management Process

We must achieve alignment of all our initiatives in order to have the Corps' Vision, Commander's Intent and Campaign Plan be successful. Alignment—vertical and horizontal or lateral—applies to the interlocking sets of activities between the hierarchies of plans and reviews as well as between the interlocking sets of activities for planning, programming, budgeting, and execution. Vertical alignment involves uniformity in configuring goals, objectives, actions, and decisions throughout the various levels of the organization. We must be consistent between the Campaign Plan and respective implementation plans as well as individual performance plans up and down the organization. In contrast, horizontal alignment refers to the coordination of key activities across the organization and is primarily relevant to cross-functional and intra-functional integration. Such cross functional integration by the various functional IPlans demands consistency in decisions across functions while ensuring synchronization with the Campaign Plan. Establishing and maintaining alignment requires continuous interaction through effective collaboration and coordination between the program, functional and command areas as

well as between headquarters and field units. Alignment ensures improvements to performance and supports the Commander's intent for the Corps to be one disciplined team.

Questions or comments regarding this document can be directed to the Project Manager, Jeff Weiser at 202-761-7588.

Glossary

Commander's Intent: A concise expression of the purpose of the operation and the desired end state. It may also include the commander's assessment of the adversary commander's intent and an assessment of where and how much risk is acceptable during the operation. See also assessment; end state.

Goal: Broad based statement of desired capability or outcome required to accomplish the organizations mission and satisfy stakeholders.

Mission: What the organization is charged to accomplish—the focus for achieving goals and objectives.

Objective: A time-phased accomplishment that is required to realize the successful completion of a goal.

Staff Implementation Plan: Cross-cutting plan that describes how the Staff will provide guidance, policy and resources that will enable MSCs to meet their metrics.

Strategy: The means by which the Goals and Objectives are consciously pursued and obtained over time.

Vision: An enduring statement of a desired future condition for an organization, articulating a view of a realistic, credible and attractive future, better in some way than what now exists.

Acronyms

AFAP	Army Family Action Plan
AOR	Area of Responsibility
ATMP	Automated Training Management Program
CECW-HS	Office of Homeland Security
CERAP	Corps of Engineers Remedial Action Program
CII	Construction Industry Institute
CIRM	Critical Infrastructure Risk Management
CISP	Critical Infrastructure Security Project
CMR	Command Management Reviews
COCOM	Combatant Command
CONOPS	Concept of Operations
CoP	Community of Practice
CPI	Continuous Process Improvement
CSR	Command Strategic Reviews
CW	Civil Works
CWRB	Civil Works Review Board
DCIP	Defense Critical Infrastructure Program
DCP	Deployable Command Post
DHS	Department of Homeland Security
DoD	Department of Defense
DOS	Department of State
DOTLM-PF	Doctrine, Organizations, Training, Leadership and Education, Personnel, and Facilities
DRRS-A	Defense Readiness Reporting System Army
EFORGEN	Engineer Force Generation
ENCOM	Engineer Command
ENGLink	Engineering Linkage
eQMS	electronic Quality Management System
ESF	Emergency Support Function
FDU	Force Design Update
FE	Fundamentals of Engineering
FEM	Facility and Equipment Maintenance
FFE	Field Force Engineering
FM	Field Manual
FRAGO	Fragmentary Order
FY	Fiscal Year
GWOT	Global War on Terrorism
HQDA	Headquarters, Department of the Army
IAAT	Independent Assistance and Assessment Team
IAP	Innovation Adoption Process
IAW	In Accordance With
IDP	Individual Development Plan
IMM	Innovation Maturity Model

Acronyms (cont.)

IPlan	Implementation Plan
MILCON	Military Construction
MOA	Memorandum of Agreement
MSC	Major Subordinate Command
MTOE	Modification Table of Organization and Equipment
NATO	North Atlantic Treaty Organization
NFPA	National Fire Protection Association
NMB	National Management Board
NORTHCOM	US Northern Command
NRF	National Response Framework
NTCS	National Technical Competency Strategy
OPLAN	Operations Plan
OPORD	Operations Order
PART	Program Assessment Review Tool
PDT	Project Delivery Team
QMS	Quality Management System
REMIS	Establish Real Estate Management Information System
RFMIS	Rental Facility Management Information System
RXXI	Readiness Twenty-one
SCOPE	Strategic Communication Planning & Evaluation
SME	Subject Matter Expert
TEC	Theater Engineer Command
USACE	U.S. Army Corps of Engineers

Implementation Plans

The MSC and Headquarters Staff have completed Implementation Plans (IPlans) that are documented on the Campaign Plan SharePoint site as detailed below. In addition, the file “Campaign Plan v7.1 Heavy” contains the Campaign Plan itself and all of the IPlans in one document.

MSC IPlans

The following MSCs have completed Implementation Plans (IPlans). The location of these plans is on the Campaign Plan SharePoint site under “Shared Documents” and “MSC IPlans”

The link to the SharePoint site is:

<https://kme.usace.army.mil/XO/CampaignPlan/default.aspx>

Engineer Research and Development Center (ERDC)

Great Lakes and Ohio River Division (LRD)

Mississippi Valley Division (MVD)

North Atlantic Division (NAD)

Northwestern Division (NWD)

Pacific Ocean Division (POD)

South Atlantic Division (SAD)

South Pacific Division (SPD)

Southwestern Division (SWD)

Transatlantic Programs Center (TAC)

U.S. Army Engineering and Support Center (HNC)

HQ Staff IPlans

The following Directorates/Offices at the Corps Headquarters have completed Implementation Plans. The location of these plans is on the Campaign Plan SharePoint site under “Shared Documents” and “HQ Staff IPlans”

The link to the SharePoint site is:

<https://kme.usace.army.mil/XO/CampaignPlan/default.aspx>

Civil Works (CW)

Contracting (CT)

Corporate Information (CI)

Human Resources (HR)

Logistics (LD)

Public Affairs (PA)

Military Programs (MP)

Research and Development (R&D)

Resource Management (RM)

Safety (SA)

Small Business (SB)